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THE CIA RECRUITMENT SYSTEM

A Survey of Recent Entrants on Duty

Conducted by: The Office of the Inspector General

August 1979

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To New Employees:

The Office of the Inspector General is conducting an inspection of the Agency's recruitment system. The purpose of this inspection is to determine whether the recruitment and selection function is effective in obtaining the quality and numbers of new employees required to fulfill the Agency's needs. The inspection addresses all aspects of the recruitment process, e.g., generating personnel requirements; finding candidates; testing, selecting and processing applicants; computing costs, etc. Its scope is Agencywide.

This questionnaire is designed for employees who have entered on duty with the Agency since 1 October 1977, and relates to their experiences and perceptions of the recruitment process. As one of these new employees, you can help achieve the purpose of this inspection by kindly completing this questionnaire and, *within two weeks*, returning it in the envelope provided to the Office of the Inspector General, Room 6E19 Headquarters. Please do not sign the questionnaire. The information you provide will be collated and analyzed to determine the experiences and views of new employees *as a group*. *No attempt will be made to identify individual respondents.*

You will also find in this packet a questionnaire for supervisors, with return envelope. We request that you give the latter two items to your *immediate* supervisor for his/her completion and separate return. If you peruse the second questionnaire, you will note that it relates to your supervisor's participation in and evaluation of the recruitment process, and not to you personally. Your cooperation in completing and returning this questionnaire, and in giving the second one with envelope to your immediate supervisor, is most appreciated.

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QUESTIONNAIRE FOR RECENT ENTRANTS ON DUTY

1. What is your general employee classification?

- 1) _____ Clerical/secretarial
- 2) _____ Professional
- 3) _____ Technical
- 4) _____ Wage Board
- 5) _____ Graduate Fellow
- 3) _____ Student Trainee

2. What is your Directorate and Office (or DO Division/Staff)? (Please refer to the Codes of Organizational Components which is attached to the back of this questionnaire and enter the appropriate number in the space provided)

3. How long have you been employed by the Agency?

- 1) _____ Less than three months
- 2) _____ Three to six months
- 3) _____ Six to nine months
- 4) _____ Nine months to one year
- 5) _____ More than one year

4. What was your entry grade?

- | | |
|------------------------|--------------------------|
| 1) _____ GS-4 or below | 6) _____ GS-12 |
| 2) _____ GS-5/6 | 7) _____ GS-13 or higher |
| 3) _____ GS-7/8 | 8) _____ GSE- |
| 4) _____ GS-9/10 | 9) _____ SPS- |
| 5) _____ GS-11 | 10) _____ WG/WI- |

5. How old are you?

- 1) _____ 18-20 years
- 2) _____ 21-24 years
- 3) _____ 25-29 years
- 4) _____ 30-34 years
- 5) _____ 35 years or older

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6. What is your sex?

- 1) _____ Female
- 2) _____ Male

7. What is your ethnic background?

- 1) _____ Black
- 2) _____ White
- 3) _____ Hispanic-American
- 4) _____ Oriental-American
- 5) _____ Other (please specify) _____

8. What is your highest level of education?

- 1) _____ High school graduate
- 2) _____ Some college
- 3) _____ BA/BS
- 4) _____ Graduate study, no degree
- 5) _____ MA/MS or LLB/JD
- 6) _____ PhD, MD or equivalent
- 7) _____ Post-doctoral work
- 8) _____ Other (specify) _____

9. What was your major field of study at the highest educational level?

- 1) _____ Humanities/Foreign Languages
- 2) _____ Social Sciences (history, economics, political science, psychology, etc.)
- 3) _____ Physical Sciences
- 4) _____ Applied Sciences & Technology (engineering, math, medicine, telecommunications, computers, etc.)
- 5) _____ Business/Administration/Management/Law/Accounting
- 6) _____ Other (please specify) _____
- 7) _____ Not applicable

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10. Which mechanism first prompted your interest in Agency employment?

- 1) _____ College placement notice/literature
- 2) _____ Newspaper ad
- 3) _____ Suggestion by an Agency employee
- 4) _____ Suggestion by a friend, colleague, professor, or relative
- 5) _____ Public news about the Agency
- 6) _____ Book(s) about the Agency
- 7) _____ Other (please specify) _____

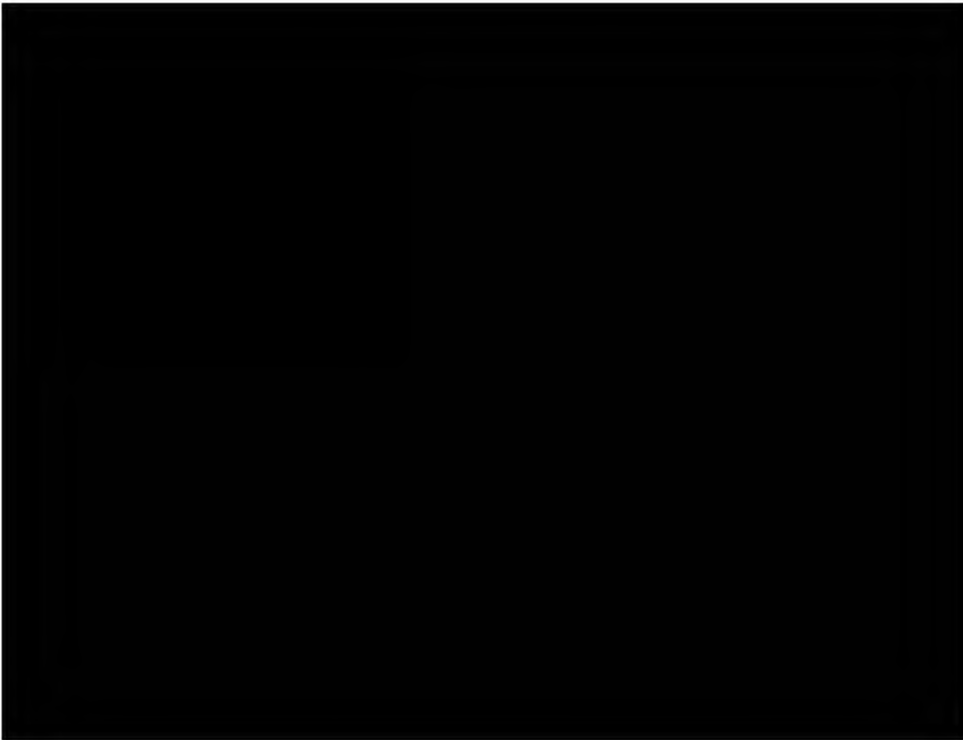
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- 1) _____ Belief in CIA's mission
- 2) _____ Travel/adventure
- 3) _____ Salary/benefits .
- 4) _____ Career opportunity in line with my interests
- 5) _____ Other (please explain) _____

12. How was your contact about employment with the Agency initiated?

- 1) _____ Requested recruiter interview in college environment
- 2) _____ Wrote or telephoned a field recruitment office
- 3) _____ Wrote to the Agency in Washington
- 4) _____ Visited or telephoned Washington employment office
- 5) _____ Had an interview arranged by an Agency employee (friend, relative or acquaintance)
- 6) _____ Was contacted by an Agency recruiter
- 7) _____ Was contacted by an Agency employee not a recruiter
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14. How informative was the recruiter concerning CIA's missions and functions?

- 1) _____ I got a clear picture of what the Agency does
- 2) _____ I got some idea of what the Agency does
- 3) _____ I got practically no idea of what the Agency does

15. How informative was the recruiter concerning specific work you might do in CIA?

- 1) _____ I got a clear picture of what I might be doing
- 2) _____ I got some idea of what I might be doing
- 3) _____ I got practically no idea of what I might be doing
- 4) _____ The subject was not discussed

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16. How did the recruiter counsel you about advising others of your interest in Agency employment?

- 1) _____ I was cautioned not to tell anyone
- 2) _____ I was advised to tell immediate family only
- 3) _____ I was advised to tell references of possible *Agency* employment
- 4) _____ I was advised to tell others only of an ambiguous Federal Government employment possibility
- 5) _____ Other (specify) _____
- 6) _____ I was given no counsel about this
- 7) _____ I do not recall

17. What estimate did the recruiter give you of the time required to process your application?

- 1) _____ Three months or less
- 2) _____ Four/five months
- 3) _____ About six months
- 4) _____ More than six months
- 5) _____ None was given
- 6) _____ Cannot recall

18. Which of the following tests did the *recruiter* schedule for you? (Check as many as apply)

- 1) _____ Professional applicant
- 2) _____ Secretary/clerical
- 3) _____ Language
- 4) _____ Other (please specify) _____
- 5) _____ None

19. How soon after the recruiter interview were you tested?

- 1) _____ Within two weeks
- 2) _____ Within three weeks
- 3) _____ About a month
- 4) _____ More than a month
- 5) _____ Not applicable

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20. Were the conditions under which you were tested satisfactory?

- 1) _____ Yes
- 2) _____ No (please specify) _____
- 3) _____ Not applicable

21. Did the recruiter advise you of the need, purpose and nature of a polygraph examination as part of your processing for employment?

- 1) _____ Yes
- 2) _____ No
- 3) _____ Do not recall

22. After preliminary contact with the Agency, you were given forms to fill out and asked to obtain scholastic records. How long did it take you to submit a *fully completed* application?

- 1) _____ Two weeks
- 2) _____ Three weeks
- 3) _____ About a month
- 4) _____ More than a month (please specify) _____
- 5) _____ Cannot remember

23. If more than three weeks, what caused the delay? (Answer only if applicable)

- 1) _____ Obtaining information requested on Personal History Statement
- 2) _____ Obtaining scholastic records
- 3) _____ Obtaining medical information
- 4) _____ Indecision over whether to apply
- 5) _____ Felt no sense of urgency
- 6) _____ Other (please specify) _____

IF YOU ANSWERED (4) TO QUESTION 23, PLEASE ANSWER QUESTION 24; OTHERWISE SKIP TO QUESTION 25.

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24. What was the *principal* cause of your indecision?

- 1) _____ Concern about the Agency's mission or reputation
- 2) _____ Ambiguity about the work you might be doing
- 3) _____ Concern about security restrictions on Agency employees
- 4) _____ Lengthy processing time
- 5) _____ Salary/benefits
- 6) _____ Concern about the polygraph examination
- 7) _____ Uncertainty about going overseas
- 8) _____ Need to relocate to Washington area
- 9) _____ Cost of relocation
- 10) _____ Other (please specify) _____

25. After you returned your *fully completed* application forms, how long was it before you were advised (by letter, phone, or in person) that you were being considered for a position with the Agency?

- 1) _____ Less than a month
- 2) _____ One to two months
- 3) _____ Two to three months
- 4) _____ Three to five months
- 5) _____ Six or more months (please specify) _____
- 6) _____ Don't know

26. How informative were your pre-employment Headquarters interviews concerning CIA's missions and functions?

- 1) _____ I got a clear picture of what the Agency does
- 2) _____ I got some idea of what the Agency does
- 3) _____ I got practically no idea of what the Agency does
- 4) _____ I was not interviewed at Headquarters until I reported for duty
- 5) _____ Other (please specify) _____

27. How informative were your pre-employment Headquarters interviews concerning what you might do in CIA?

- 1) _____ I got a clear picture of what I might be doing
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28. The following items relate to the guidance and attention you received from the Agency for your trip from out of town to the Headquarters area for pre-employment processing. If you resided within the Headquarters area at that time, please check here () and go on to question 29.
- a. Agency guidance concerning accommodations
 - 1) _____ Satisfactory 2) _____ Unsatisfactory 3) _____ None received
 - b. Guidance about travel to Agency facilities
 - 1) _____ Satisfactory 2) _____ Unsatisfactory 3) _____ None received
 - c. Promptness and courtesy of reimbursement for travel expenses
 - 1) _____ Satisfactory 2) _____ Unsatisfactory
29. Was your medical processing accomplished in a satisfactory manner?
- 1) _____ Yes
 - 2) _____ No
- If "No," please explain _____
30. In retrospect, would you have been willing to undergo a physical examination by a private physician, at your own expense, in place of the Agency physical examination?
- 1) _____ Yes
 - 2) _____ No
31. Did the polygraph operator discuss fully with you prior to the actual examination the questions to be asked?
- 1) _____ Yes
 - 2) _____ No
32. How do you evaluate the *manner* in which the polygraph examination was administered?
- 1) _____ Satisfactory
 - 2) _____ Unsatisfactory
- If "Unsatisfactory," please explain _____

33. After you submitted your formal application for employment, how frequently were you contacted (by mail or by phone) by the Office of Personnel?
- 1) _____ At least once monthly
 - 2) _____ Every couple of months
 - 3) _____ Almost no contact until asked to report for duty
34. Please indicate the nature of pre-employment contact maintained between the Agency and yourself apart from communication with the Office of Personnel?
- 1) _____ The office which was interested in me maintained regular contact
 - 2) _____ I was given name(s) and telephone number(s) to maintain contact at my initiative
 - 3) _____ There was almost no contact until I was asked to report for duty
35. What was the period of time between your submitting a *fully completed* application and your being asked to report for duty?
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36. What was the lapse of time between the Agency's extending a formal offer of employment and your actually entering on duty?
- 1) _____ Two weeks or less
 - 2) _____ Two to four weeks
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37. Did the people who hired you describe your job accurately?
- 1) _____ Yes
 - 2) _____ In part
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38. Has your assignment met your expectation?
- 1) _____ It has exceeded my expectations
 - 2) _____ Yes, in all important respects
 - 3) _____ No, I am somewhat dissatisfied
 - 4) _____ No, I would like another position
 - 5) _____ No, I have transferred to another position
 - 6) _____ My original assignment was not the one for which I was recruited
39. As you see it now, does CIA employment have a long term attraction for you?
- 1) _____ Yes
 - 2) _____ No
 - 3) _____ Undecided
40. Since you entered on duty, have you recommended Agency employment to a friend or relative?
- 1) _____ Yes
 - 2) _____ No
41. As a result of your experience as both applicant and employee, would you recommend Agency employment to a friend or relative?
- 1) _____ Yes
 - 2) _____ No
42. Based on your experience, what recommendations would you make to improve CIA's recruitment/placement program?

CODES FOR ORGANIZATIONAL COMPONENTS

O/DCI

1. OFFICE OF DCI
2. PUBLIC AFFAIRS
3. EQUAL EMPLOYMENT OPPORTUNITY
4. GENERAL COUNSEL
5. LEGISLATIVE COUNSEL
6. INSPECTOR GENERAL
7. COMPTROLLER

DIRECTORATE OF ADMINISTRATION

8. OFFICE OF DIRECTOR
9. OFFICE OF COMMUNICATIONS
10. OFFICE OF DATA PROCESSING
11. OFFICE OF FINANCE
12. OFFICE OF LOGISTICS
13. OFFICE OF MEDICAL SERVICES
14. OFFICE OF PERSONNEL
15. OFFICE OF SECURITY
16. OFFICE OF TRAINING

DIRECTORATE OF OPERATIONS

17. OFFICE OF DIRECTOR
18. EVALUATION AND PROGRAM DESIGN STAFF
19. POLICY AND COORDINATION STAFF
20. CAREER MANAGEMENT STAFF
21. CENTRAL COVER STAFF
22. COVERT ACTION STAFF
23. INFORMATION MANAGEMENT STAFF
24. COUNTERINTELLIGENCE STAFF

DIRECTORATE OF OPERATIONS (Continued)

28. EUROPEAN DIVISION
29. SOVIET/EAST EUROPEAN DIVISION
30. AFRICA DIVISION
31. NEAR EAST DIVISION
32. EAST ASIA DIVISION
33. LATIN AMERICA DIVISION

DIRECTORATE OF SCIENCE & TECHNOLOGY

34. OFFICE OF DIRECTOR
35. OFFICE OF RESEARCH & DEVELOPMENT
36. OFFICE OF DEVELOPMENT & ENGINEERING
37. NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER
38. OFFICE OF SIGINT OPERATIONS
39. OFFICE OF TECHNICAL SERVICE

NATIONAL FOREIGN ASSESSMENT CENTER

41. OFFICE OF DIRECTOR
42. NATIONAL INTELLIGENCE OFFICE
43. PUBLICATIONS AND PRESENTATIONS GROUP
44. OFFICE OF CURRENT OPERATIONS
45. OFFICE OF IMAGERY ANALYSIS
46. OFFICE OF WEAPONS INTELLIGENCE
47. OFFICE OF SCIENTIFIC INTELLIGENCE
48. OFFICE OF STRATEGIC INTELLIGENCE
49. OFFICE OF ECONOMIC RESEARCH
50. OFFICE OF POLITICAL ANALYSIS
51. OFFICE OF GEOGRAPHIC & CARTOGRAPHIC RESEARCH
52. OFFICE OF CENTRAL REFERENCE

53. NOT LISTED (PLEASE WRITE IN)

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10. Which mechanism first prompted your interest in Agency employment?

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IF YOU ANSWERED (4) TO QUESTION 23, PLEASE ANSWER QUESTION 24; OTHERWISE SKIP TO QUESTION 25.

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24. What was the *principal* cause of your indecision?

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- 1) _____ Yes
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42. Based on your experience, what recommendations would you make to improve CIA's recruitment/placement program?

CODES FOR ORGANIZATIONAL COMPONENTS

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1. OFFICE OF DCI
2. PUBLIC AFFAIRS
3. EQUAL EMPLOYMENT OPPORTUNITY
4. GENERAL COUNSEL
5. LEGISLATIVE COUNSEL
6. INSPECTOR GENERAL
7. COMPTROLLER

DIRECTORATE OF ADMINISTRATION

8. OFFICE OF DIRECTOR
9. OFFICE OF COMMUNICATIONS
10. OFFICE OF DATA PROCESSING
11. OFFICE OF FINANCE
12. OFFICE OF LOGISTICS
13. OFFICE OF MEDICAL SERVICES
14. OFFICE OF PERSONNEL
15. OFFICE OF SECURITY
16. OFFICE OF TRAINING

DIRECTORATE OF OPERATIONS

17. OFFICE OF DIRECTOR
18. EVALUATION AND PROGRAM DESIGN STAFF
19. POLICY AND COORDINATION STAFF
20. CAREER MANAGEMENT STAFF
21. CENTRAL COVER STAFF
22. COVERT ACTION STAFF
23. INFORMATION MANAGEMENT STAFF
24. COUNTERINTELLIGENCE STAFF

DIRECTORATE OF OPERATIONS (Continued)

28. EUROPEAN DIVISION
29. SOVIET/EAST EUROPEAN DIVISION
30. AFRICA DIVISION
31. NEAR EAST DIVISION
32. EAST ASIA DIVISION
33. LATIN AMERICA DIVISION

DIRECTORATE OF SCIENCE & TECHNOLOGY

34. OFFICE OF DIRECTOR
35. OFFICE OF RESEARCH & DEVELOPMENT
36. OFFICE OF DEVELOPMENT & ENGINEERING
37. NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER
38. OFFICE OF SIGINT OPERATIONS
39. OFFICE OF TECHNICAL SERVICE

NATIONAL FOREIGN ASSESSMENT CENTER

41. OFFICE OF DIRECTOR
42. NATIONAL INTELLIGENCE OFFICE
43. PUBLICATIONS AND PRESENTATIONS GROUP
44. OFFICE OF CURRENT OPERATIONS
45. OFFICE OF IMAGERY ANALYSIS
46. OFFICE OF WEAPONS INTELLIGENCE
47. OFFICE OF SCIENTIFIC INTELLIGENCE
48. OFFICE OF STRATEGIC INTELLIGENCE
49. OFFICE OF ECONOMIC RESEARCH
50. OFFICE OF POLITICAL ANALYSIS
51. OFFICE OF GEOGRAPHIC & CARTOGRAPHIC RESEARCH
52. OFFICE OF CENTRAL REFERENCE

53. NOT LISTED (PLEASE WRITE IN)

STATINTL

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STATINTL

MEMORANDUM FOR [REDACTED]

Dave:

These finally are ready to go, beginning today. We will be sending out [REDACTED] to Headquarters [REDACTED]. You will see that we eliminated the two-part concept for supervisors. The mechanics of distribution and sorting were, in our judgment, too demanding to offset the value of information about specific employees and their positions. Thus, this is a compromise. There were many complications in getting name lists from ODP and in having OL print them. I hope that this will not be true in the scoring and analysis. Please let me know what procedures we should follow in getting these key punched and gaining your analysis.

Thanks,

[REDACTED]

Date

STATINTL

STATINTL

FORM 101 USE PREVIOUS
5-75 EDITIONS

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